


Council Plan

2023-28



Welcome

 Mae'r ddogfen hon hefyd ar gael yn Gymraeg – gweler y dudalen Gymraeg ar ein gwefan.
This document is also available in Welsh – see Welsh page on our website.



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Introduction

This latest version of our Council Plan sets out our priorities for the next 5 years and the big things we aim to achieve. Flintshire County Council prides itself on being a Council which performs highly for its local communities, and one which is guided and motivated by a set of strong social values.

Flintshire County Council is a well-governed and progressive Council. We continue to perform well as a direct provider and commissioner of public services, and as a partner to others.

The past year has been a year like no other. Despite all the disruption caused by the pandemic we have not faltered in maintaining our high performance and in planning ahead for the betterment of the communities of Flintshire.

Within this Plan there is a big emphasis on continuing to recover from the pandemic and supporting the most vulnerable. We also make some big commitments to being a Green Council. Life during the pandemic has taught us that we should value the natural environment and that adjustments to our lifestyles can reduce our own personal carbon footprint.

The Plan sets out the Council's high-level priorities for 2023/28. These priorities have been chosen as the areas where the Council can add most value and make a positive and lasting difference:

- Poverty
- Affordable and Accessible Housing
- Green Society and Environment
- Economy
- Personal and Community Well-being
- Education and Skills
- A Well Managed Council

Each priority has a number of sub priorities and actions where we aim to make an impact this year and in the longer term.



**Neal
Cockerton**
Chief Executive



Ian Roberts
Leader of
the Council

Our Well-being Statement

What is the Well-being of Future Generations (Wales) Act 2015?

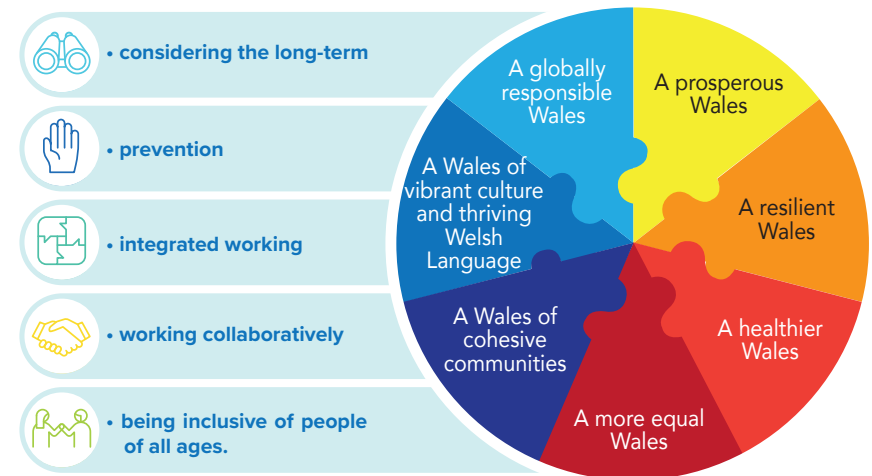
The Well-being of Future Generations Act (Wales) 2015 is a piece of ground-breaking legislation which aims to improve further the social, economic, environmental, and cultural well-being of Wales now and for the longer-term.

The Act is underpinned by seven 'well-being' goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales

Public sector bodies and partners are required to work

individually and collectively to achieve these goals and improve well-being in Wales. The seven well-being goals and the five ways of working set a general purpose for public bodies. They also aim to ensure better decisions by:



Further details on the Well-being of Future Generations (Wales) Act 2015 (FGA) and the seven wellbeing goals can be found by using this [link](#).

Our Well-being Objectives

To meet the requirements of the Well-being of Future Generations (Wales) Act 2015, the Council has set seven Well-being Objectives for 2023/28 as detailed below:

These Well-being Objectives have been chosen as the areas in which the Council believes it can make a positive difference and the greatest contribution towards the Well-being goals.

Each Well-being Objectives contributes to all, or a number of the Well-being Goals and will be kept under review. They reflect the 'Impacts' we intend to make through the actions and activities within each priority area.

An assessment of the progress against our Well-being Objectives is made as part of the overall performance for each priority. Progress will be captured in our Council Plan Performance Reports, the Annual Performance Report and will be captured within our Self-Assessment going forward.

In addition, the five-ways of working, known as the sustainable development principles, will be considered and reported on.



Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient



Housing in Flintshire meeting the needs of our residents and supporting safer communities



Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint



Connecting communities and enabling a sustainable economic recovery and growth



Supporting people in need to live as well as they can



Enabling and Supporting Learning Communities



A responsible, resourceful, and trusted Council operating as efficiently as possible

Priority Setting

The priorities for Flintshire as a County are set by the Council and its local public sector partners. We work together as a Public Services Board (PSB) combining our resources for the benefit of Flintshire.

Working to the principles of the Well-being of Future Generations (Wales) Act 2015, the Council works collaboratively with local public sector partners as a Public Services Board. The Public Services Board is at the heart of promoting a positive culture of working together, setting shared priorities and combining resources for the benefit of Flintshire, with an overall aim of improving local well-being.

The Council has also set a number of priorities for itself as an individual partner organisation. Setting priorities helps to focus our attention and resources on the things that matter most - these priorities are echoed in the Council's Business Plans.

In setting our Council Priorities we must take a number of factors into account from Welsh Government policy to the expectations of our key partners, to our legal responsibilities, to the views of local people.

We then set our targets and judge our performance against our Council Priorities by using a wide range of information both quantitative (performance judged by numbers) and qualitative (performance judged by feedback, the results of consultation etc). Some of our objectives are about creating plans to achieve longer term goals. These will be developed within the year and considered as part of our Overview and Scrutiny Committees' forward work programmes, and themselves lead to longer-term commitments and actions.

To help us know how well we are doing in meeting the expectations for our priorities, we have a series of 'actions and measures' which we keep under regular review. These performance measures are set out for each of our in-year priorities and are detailed in the supporting document 'Council Plan Part 2: How we Measure Achievement'.

We will let you know how well we have performed against our outcomes in two ways: regular reports to the Council's Cabinet and Scrutiny Committees; and the published Annual Performance Report which is due in the Autumn.

Our Priorities 2023/28

Priority / Well-being Objective

Sub-Priority



Poverty

Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

- Income Poverty
- Child Poverty
- Food Poverty
- Fuel Poverty
- Digital Poverty



Affordable and Accessible Housing

Housing in Flintshire meeting the needs of our residents and supporting safer communities

- Housing support and Homeless Prevention
- Housing Needs and Housing Options
- Social Housing
- Private Rented Sector



Green Society and Environment

Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

- Phosphates Mitigation
- Net Zero Carbon Council
- Climate Change and Adaptation
- Flood Risk Management Strategy
- Strategic Flood Consequences Assessment
- Fleet Strategy
- Green Environment
- Flintshire Forest
- Green Access
- Active and Sustainable Travel Options
- Circular Economy

Our Priorities 2023/28

Priority / Well-being Objective

Sub-Priority



Economy

Connecting communities and enabling a sustainable economic recovery and growth

- Rural Regeneration
- Town Centre Regeneration
- Business
- Transport Connectivity
- Digital Infrastructure
- Local Development Plan (LDP) Targets
- Reducing Worklessness



Personal and Community Well-being

Supporting people in need to live as well as they can

- Independent Living
- Safeguarding
- Direct Provision to Support People Closer to Home
- Local Dementia Strategy
- A Well-connected, Safe and Clean Local Environment



Education and Skills

Enabling and Supporting Learning Communities

- Educational Engagement and Achievement
- Digital Learning Opportunities
- Learning Environments
- Learning Community Networks
- Welsh Education Strategic Plan (WESP)
- Well-being



A Well-Managed Council

A responsible, resourceful, and trusted Council operating as efficiently as possible

- People
- Anti-Racist and Anti-Discriminatory Council
- Financial Resilience
- Flintshire Assets
- Digital
- Partnerships

Following the plan

The previous page sets out the Council's high-level priorities and the agreed sub priorities within each priority for 2023/28.

Each standing theme is illustrated with a different colour. For example, **Education and Skills is blue** and **Economy is purple**. This colour coding should make the priorities easier to follow as the reader works through the document and also cross-reference to the Council Plan Part 2: How we Measure Achievement.

The Council has selected a number of areas (sub priorities) for special attention during the lifespan of this document. Each of these selected sub priorities has a dedicated section later in the document.

For example, on page 12-13 you will see the priority for Poverty. The Well-being objective for Poverty is defined as 'Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient'. The actions contributing to achieving this is contained within the following five sub priorities: -

- **Income Poverty**
- **Child Poverty**
- **Food Poverty**
- **Fuel Poverty**
- **Digital Poverty**

What's changed for 2023/28?

The Council Plan is based on seven high level priorities instead of six (A Well Managed Council has been added). Eleven new additional sub priorities have also been identified for 2023/28.

These being:

- **Phosphates Mitigation**
- **Flood Risk Management Strategy**
- **Strategic Flood Consequences Assessment**
- **Flintshire Forest**
- **Rural Regeneration**
- **People**
- **Anti-Racist and Anti-Discriminatory Council**
- **Financial Resilience**
- **Flintshire Assets**
- **Digital**
- **Partnerships**

The actions that sit beneath the Priorities / Sub Priorities will be reviewed and refreshed on an annual basis for the life of the Council Plan.

Our Priorities





Priority: Poverty

Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

Income Poverty

People on low income unable to meet day to day living costs

We need to:

- Reduce the risk and impacts of poverty amongst Flintshire households
- Support residents access to support services

National Issues

- Welfare Reform 2016
- Socio-economic duty 2021
- Wellbeing of Future Generations Act (Wales) Act 2015

Child Poverty

Children who do not have access to adequate food, clothing, shelter and education to lead a healthy and active life

We need to:

- Ensure those who are eligible access support schemes
- Increase access to and skills around digital services
- Ensure continued access to varied and rich play environments

National Issues

- Welsh Government Child Poverty Strategy
- Welsh Government Childcare Offer
- Welsh Government Income Maximization Action Plan

Food Poverty

People who are not able to access food that meets their daily nutritional needs and requirements

We need to:

- Address the underlying reasons for food poverty and food insecurity
- Ensure we reach both rural and urban communities

National Issues

- Socio-economic Duty 2021
- Wellbeing and Future Generations Act (Wales) 2015





Priority: Poverty

Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient

Fuel Poverty

Households that spend more than 10% of their income (after housing costs) on energy

We need to:

- Reduce the impact of rising fuel costs
- Support the national programme for extension of the mains gas network
- Reduce the impact of fuel poverty on the most vulnerable households

National Issues

- Welsh Government Fuel Poverty Plan
- Welsh Government Decarbonisation Plan

Digital Poverty

Inability to interact fully in a digital world when, where and how an individual needs to

We need to:

- Meet growing customer expectations to be able to access services online
- Practically modernise by changing the way we design and deliver services
- Ensure vulnerable people in our communities can access services in person or by telephone
- Support people who lack the skills and confidence in a modern society

National Issues

Welsh Government are supporting investment in digital services to support modernisation in the delivery of public services





Priority: Affordable and Accessible Housing

Housing in Flintshire meeting the needs of our residents and supporting safer communities

Housing Support and Homeless Prevention

Offering support to people to retain their housing and live well and ensuring homelessness is rare, brief, and unrepeatable

We need to:

- Prevent homelessness in all its forms through early intervention and housing support
- Responding to the changing housing needs of the people of Flintshire on the back of the Covid health pandemic

National Issues

- Transformation of homelessness services
- Delivery of Welsh Government's Housing First Policy
- Responding to Homelessness Action Group (HAG) recommendations

Social Housing

Working with housing partners to develop and invest in affordable housing and social housing - with modern methods of construction, improving the quality of Council homes, and a commitment towards carbon neutral

We need to:

- Build the maximum number of Council houses possible as part of the housing supply solution
- Build the maximum number of Council houses possible to support and contribute to Flintshire's overall housing supply
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard

National Issues

- Improving the social, economic, environmental, and cultural well-being of Wales (Wellbeing of Future Generations (Wales) Act 2015)
- To build better social homes in Wales, more of them, and more quickly Re-imagining social house building in Wales, A Modern Methods of Construction Strategy for Social Housing February 2020, Renting Homes Wales Act 2016, Renting Homes (Fitness for human habitation (Wales) Regulations 2022
- For Wales to become a low carbon nation by having a Welsh Government target to reduce carbon emissions in Wales by 80% by 2050 (The Environment (Wales) Act 2016)





Priority: Affordable and Accessible Housing

Housing in Flintshire meeting the needs of our residents and supporting safer communities

Housing Needs and Housing Options

Helping people to explore their housing options so they can access the right homes to meet their needs

We need to:

- Meet the diverse housing and accommodation needs of the local population
- Identify peoples support needs and help them to sustain accommodation and reduce risks of homelessness through a range of support services

National Issues

- Ending evictions into homelessness
- Older Persons' Strategies Act 2015

Private Rented Sector

Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities

We need to:

- Ensure landlords and tenants are supported to sustain quality homes and well managed tenancies within the local private sector
- Maximising opportunities within the private rented sector for low-income households to live successfully
- Relieve pressures on homelessness services through better access to privately rented homes
- Raise living standards for tenants living in houses of multi-occupation

National Issues

- Rent Smart Wales
- Housing (Wales) Act 2014
- Wales Housing Standards





Priority: Green Society and Environment

Limiting the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

Phosphates Mitigation

Provision of viable and deliverable options to mitigate the impact of phosphates from new development on Special Areas of Conservation protected rivers

We need to:

- Approval of planning applications for new housing development
- Deliverability of the Local Development Plan (LDP)
- Maintaining Flintshire’s National Growth Area Status

National Issues

- Phosphates guidance for local planning authorities from Natural Resource Wales
- Conservation of Habitats and Species Regulations 2017

Net Zero Carbon Council

A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery

We need to:

- Support Welsh Government’s ambition for the Public Sector in Wales to be net zero carbon by 2030 as well as national and international climate change mitigation
- Ensure that the opportunities to use decarbonisation actions to facilitate Covid 19 economic recovery are maximised
- Support the public, businesses, industry, communities etc. in taking individual action and responsibility for climate change and its mitigation

National Issues

- Delivery of Welsh Government’s Low Carbon Delivery Plan 2 and Public Sector Decarbonisation Route Map

Climate Change and Adaptation

Be more resilient to the changes that have happened due to climate change and prepare for predicted future change

We need to:

- Deliver the ambitions of the Climate Change Strategy in 5 key priority areas through a programme of activities that are coordinated, managed and monitored by the Climate Change Programme Board

National Issues

- Welsh Government target of carbon neutrality by 2030



Priority: Green Society and Environment

Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

Flood Risk Management Strategy

Refresh the Council's flood risk management strategy to align with the national strategy and identify communities at most risk in Flintshire and the actions required to mitigate this risk

We need to:

- Provide a coordinated and strategic approach to flood risk management in Flintshire
- Move to a pro-active approach to Flood Risk management
- Maximise the use of staffing and budget resource

National Issues

- Fulfil the role of Flintshire as the Lead Local Flood Authority
- Alignment with national Flood Risk Management Strategy

Strategic Flood Consequences Assessment

Review the Council's Strategic Flood Consequences Assessment in light of the Ministerial letter of November 2021, to prepare for the implementation of revised TAN15 Development and Flood Risk guidance which becomes operational in June 2023

We need to:

- To ensure compliance with the Ministerial letter re TAN 15
- Limit the impact of the new guidance on key Local Development Plan (LDP) and other strategic sites
- Address any issues in relation to these sites before the new policy comes into force

National Issues

- TAN15 Development and Flood Risk Management Guidance

Fleet Strategy

Reducing the environmental impact of our fleet

We need to:

- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change

National Issues

- Welsh Government climate emergency declaration in April 2019 with aspirations of achieving a carbon neutral public sector by 2030
- Environment (Wales) Act 2016 stipulates an 80% reduction in carbon emissions by 2050



Priority: Green Society and Environment

Limiting the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

Green Environment

Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife, and the environment

We need to:

- Balance the need for sustainable development with the protection of the natural environment

National Issues

- Environment (Wales) Act 2016
- Welsh Government Decarbonisation Plan

Green Access

The promotion, good management, and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors

We need to:

- Understand where additional access is required and to provide opportunities where feasible
- Continue with our policy of increasing opportunities where access can be improved across the network
- Highlight and promote accessing the green environment for the benefit of improving mental and physical health

National Issues

- Environment (Wales) Act 2016
- The Well-being of Future Generations Act 2015
- The Planning (Wales) Act 2015

Flintshire Forest

Development of a plan to establish a Flintshire Forest that will identify available land assets, budget requirements and a realistic delivery timescale

We need to:

- Enhance and increase trees to deliver multiple benefits for people, wildlife and the environment

National Issues

- Environment (Wales) Act 2016
- Welsh Government Decarbonisation Plan





Priority: Green Society and Environment

Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

Active and Sustainable Travel Options

Create opportunities to increase levels of walking and cycling (active travel) and the use of sustainable public transport options, enabling the undertaking of multi-modal transport journeys to access key destinations

We need to:

- Enable people to access key services and link communities across Flintshire
- Minimise congestion and delays on our highway network
- Maximise the benefits of available funding through initiative projects
- Maximise the opportunity for the use of electric vehicles

National Issues

- Borderlands Rail Franchise
- Delivery of the Active Travel (Wales) Act 2013, promoting alternative modes of travel
- Electric Vehicle (EV) charging strategy for Wales
- Welsh Government's Low Carbon Delivery Plan 2 and Public Sector Decarbonisation Route Map

Circular Economy

Support and promote the Welsh Government's strategy to create a sustainable, circular economy in Flintshire

We need to:

- Implement a Circular Economy
- Meet Welsh Government recycling targets
- Promote repair and reuse wherever possible
- Introduce sustainable waste management solutions
- Promote regional ways of working
- Minimise the use of single use packaging

National Issues

- Review of Statutory recycling targets
- Reclassification of waste types e.g., wood removed from recycling calculation
- Environmental pressures and legislation
- Financial pressures on Welsh Government grant support
- Beyond Recycling Strategy





Priority: Economy

Connecting communities and enabling a sustainable economic recovery and growth

Rural Regeneration

Ensure the Economy interventions consider and meet the needs of rural businesses and individuals

We need to:

- Ensure that policies and programmes are accessible to, and do not marginalise, rural communities and businesses

National Issues

- Rural development programme funded by Welsh Government and EU comes to an end March 2023

Town Centre Regeneration

Regenerate and re-invent our town centres

We need to:

- Protect the economic viability of our Town Centres

National Issues

- Welsh Government approach to Regeneration

Business

Enable business continuity and encourage appropriate investment

We need to:

- Continue to grow the local and regional economy
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth projects
- Support businesses in Flintshire match the need and encourage investment

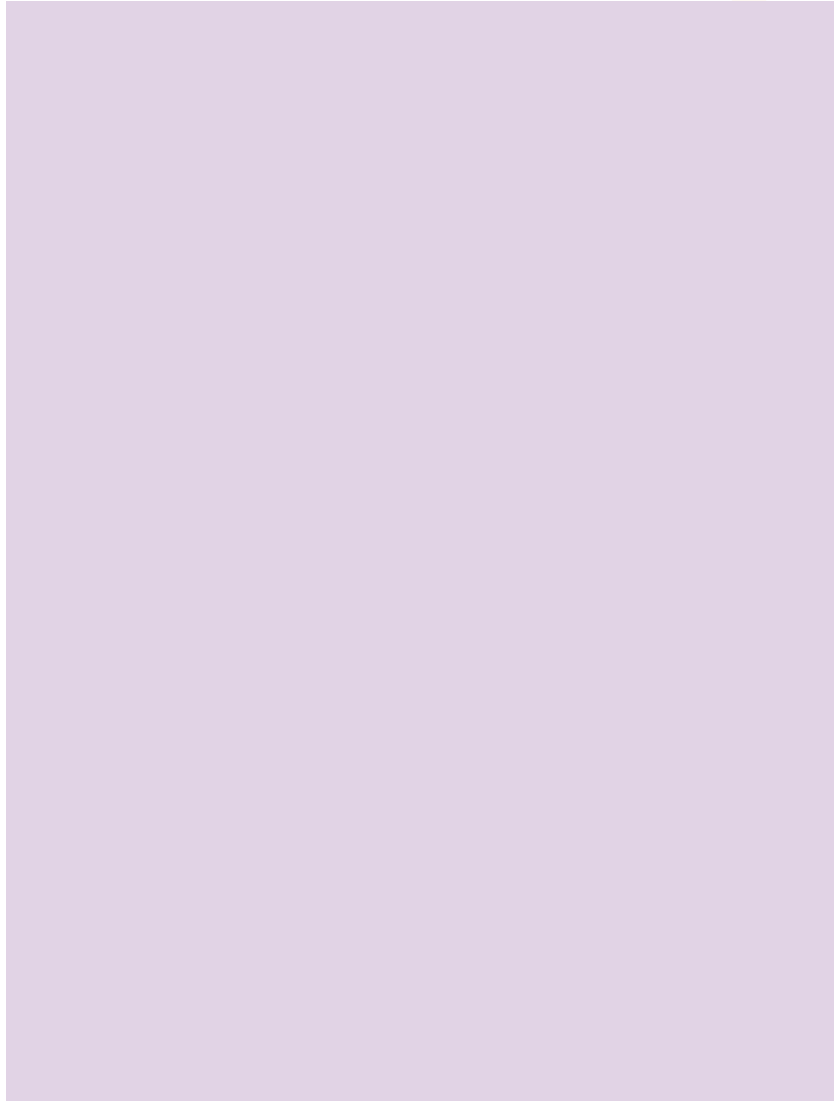
National Issues

- Welsh Government Economic Action Plan
- Welsh Government Recovery Plan



Priority: **Economy**

Connecting communities and enabling a sustainable economic recovery and growth





Priority: Economy

Connecting communities and enabling a sustainable economic recovery and growth

Local Development Plan (LDP) Targets

Achieve Local Development Plan (LDP) policy objectives for growth, protection and enhancement

We need to:

- Adopt a robust development plan that contains a framework of policies and proposals which seek to regulate and control the development and use of land, and to provide the basis for consistent and transparent decision making on individual planning applications

National Issues

- Local Development Plan – Examinations and test of soundness

Reducing Worklessness

Work with our partners to support individuals to gain employment

We need to:

- Provide support to access employment and training

National Issues

- Working Wales





Priority: Personal and Community Well-being

Supporting people in need to live as well as they can

Independent Living

People will be supported to live as independently as possible through the right type of support, when they need it

We need to:

- Ensure that people have choice and control over how they receive their support

National Issues

- Social Services and Wellbeing (Wales) Act 2014 places a duty on the local authority to promote well-being and empower people to direct their own solutions
- Well-being of Future Generations (Wales) Act 2015 requires public bodies to think about the long-term impact of their decision to prevent persistent problems such as health inequality, poverty and climate change

Direct Provision to Support People Closer to Home

The services we provide so people can access the support they need in their local community

We need to:

- Increase our local provision to ensure that individuals can access services close to home

National Issues

- Social Services and Wellbeing (Wales) Act 2014 places a duty on the local authority to put the individual and their needs, at the centre of their care, and giving them a voice in, and control over reaching the outcomes that help them achieve well-being

Safeguarding

Continue to embed safeguarding procedures so our employees understand how they can help safeguard people in the community

We need to:

- Promote an understanding throughout the Council that safeguarding is everyone's responsibility

National Issues

- Social Services and Wellbeing (Wales) Act 2014 places a duty on all local authority employees, elected members and relevant partners to report any actual or suspected incidents of abuse or harm





Priority: Personal and Community Well-being

Supporting people in need to live as well as they can

Local Dementia Strategy

Continuing to improve the lives of people living with dementia in Flintshire

We need to:

- Support people who are living with dementia

National Issues

- Dementia Action Plan for Wales

A Well-connected, Safe and Clean Local Environment

Resilient communities where people feel connected and safe

We need to:

- Maintain a safe and accessible highway network
- Provide quality parking provision for town centres and ensure availability through appropriate short / long stay provision
- Safeguard the environment from illegal activities of waste deposit
- Maintain a standard of service delivery within the Streetscene and Transportation Portfolio
- Protect Public Health of residents within Flintshire

National Issues

- Flexible Funding Programme Wales
- Well-being of Future Generations (Wales) Act 2015 requires public bodies to think about the long-term impact of their decision to prevent persistent problems such as health inequality, poverty and climate change
- Changes in legislation that permits local authorities to undertake more enforcement activities
- Financial pressures and Welsh Government grant support
- Delivering national strategy and improvement to Local Environmental Quality (LEQ)





Priority: Education and Skills

Enabling and Supporting Learning Communities

Educational Engagement and Achievement

Providing diverse learning opportunities to support educational achievement in schools and communities

We need to:

- To ensure young people achieve their potential
- Increase the resilience of children and young people in schools and their communities to stay safe and healthy
- Support learners from 3-18 years of age to aspire to high levels of education attainment and achievement
- Meet statutory duties under national education policy change for a revised national curriculum
- Support learners involved in or at risk of entering the youth justice service to access and increase attendance in education

National Issues

- Curriculum Reform

Digital Learning Opportunities

Supporting education engagement and achievement through proactive use of accessible digital media

We need to:

- Support schools and learners with embedding the Digital Competence Framework as part of preparation for the implementation of the new curriculum Wales 2022
- Embed the requirements of the Digital 2030 Framework within adult community learning provision across the county

National Issues

- Digital Strategy for Wales
- Curriculum Wales 2022
- Digital Competence Framework for schools
- Digital 2030 Framework for post 16 learning

Learning Environments

Creating aspirational and flexible learning environments

We need to:

- Continued delivery of the long-term strategy for capital investment in school buildings and in provision for vulnerable learners to improve the quality of school buildings, whilst promoting sustainability and reducing the identified backlog maintenance

National Issues

- Welsh Government funding for 21st Century Schools and Colleges Programme



Priority: Education and Skills

Enabling and Supporting Learning Communities

Learning Community Networks

Supporting our learning communities to engage and achieve through extensive partnership working unpinning by common safeguarding practices

We need to:

- Deliver a resilient, cost-effective Archive Service
- Ensure the increased funding is used for provision of courses that help adult learners to develop skills and improve their health and wellbeing
- Embed the Adult Learning Partnership between Flintshire and Wrexham

National Issues

- Adult Learning in Wales Policy
- Welsh Government's agenda for tackling poverty and its wellbeing agenda set out in the Well Being of Future Generations Act (Wales) (2015), particularly in meeting the needs of older learners

Well-being

Working with schools and partners to provide opportunities for children, young people, and the education workforce to engage in activities which support their emotional health and well-being

We need to:

- Support for emotional health and wellbeing in schools is a national priority

National Issues

- National Framework for Embedding a Whole School Approach to Emotional Health and Wellbeing

Welsh Education Strategic Plan (WESP)

Working with schools and partners to support the Welsh Government's strategy to enable one million Welsh speakers by 2050

We need to:

- Implement our next Welsh in Education Strategic Plans (WESP) which will be delivered over the next 10 years (2022 -2032)

National Issues

- Cymraeg 2050: Our strategy for a million Welsh speakers
- Provisions on the Welsh in Education Strategic Plans (WESP) in the school





Priority: A Well Managed Council

A responsible, resourceful, and trusted Council operating as efficiently as possible

People

Recruit, retain, develop, and support the well-being of our employees to enable high quality service delivery

We need to:

- Be able to recruit the right people to deliver the highest quality service to our customers
- Retain our employees if we are to maintain service delivery for the residents of Flintshire
- Ensure employees are supported in their role and are fairly recognised and rewarded for their contribution
- Equip employees at all levels with the knowledge and tools to perform at their best. Managers and leaders to be supported to create and inspire great teams, look after their people, and create environments in which people from all backgrounds and abilities are able to flourish
- Continue to develop people, recognising that the way in which people are managed and motivated, and the availability of skills and expertise, is key to enabling the Council to deliver its Council Plan priorities. A healthy productive and motivated workforce benefits the experience of the people we are here for, our customers, residents and communities

Anti-Racist and Anti-Discriminatory Council

Welsh Government Anti-racist Wales Action Plan and public sector equality duties

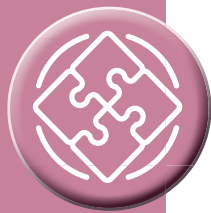
We need to:

- Comply with the public sector equality duties and address deeply entrenched inequalities that were highlighted during the pandemic to ensure equal outcomes for people with protected characteristics

National Issues

- Wellbeing of Future Generations Act (Wales) Act 2015
- Public Sector Equality Duties including the Socio-Economic Duty
- Welsh Government Anti-racist Wales Action Plan





Priority: A Well Managed Council

A responsible, resourceful, and trusted Council operating as efficiently as possible

Financial Resilience

Ensuring that the Council is sustainable over the medium to longer term

We need to:

- Ensure we have sufficient funding to provide services, and that we are able to mitigate any risks that may occur

National Issues

- Public Financing
- National pay awards

Digital

Modernising our services so that they are designed around user needs and are simple, secure, and convenient

We need to:

- Support Welsh Government's "Digital Strategy for Wales" strategy which sets out its vision for a consistent standard of digital public service.

National Issues

- Digital Strategy for Wales
- Well-being of Future Generations (Wales) Act 2015

Partnerships

Working collaboratively with partners across the private, public, voluntary and community sectors to achieve shared goals and priorities

We need to:

- Fulfil our well-being duty under the Well-being of Future Generations (Wales) Act 2015. This means we must work together with other local public services as part of a Public Services Board to improve local economic, environmental, social and cultural well-being. In doing so we must adhere to the sustainable development principles and ensure we take account of the impact of our decisions both now and for future generations

National Issues

- Well-being of Future Generations (Wales) Act 2015





Priority: A Well Managed Council

A responsible, resourceful, and trusted Council operating as efficiently as possible

Flintshire Assets

The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of high-quality public services

We need to:

- Provides a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities as set out in the Council Plan.
- Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services.
- Maximise capital receipts, whilst balancing the need for land retention for our own carbon sequestration purposes.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
- Use partnerships, both public and private, more effectively to support our overall strategy.
- Build on our arrangements for managing capital projects including assessment of outcomes and achievement of value for money.

National Issues

- Welsh Government Policy for Net Zero Carbon Public Sector by 2030
- Well-being of Future Generations (Wales) Act 2015



Regulation, Audit and Inspection

Regulation, Audit and Inspection

As a public organisation the Council is regularly inspected to examine and challenge its performance and effectiveness. This work is mainly undertaken by Audit Wales (AW), Estyn and the Care Inspectorate Wales (CIW).

The Council received a favorable Annual Audit Summary from the **Audit Wales** in January 2022. Overall, the Auditor General for Wales has reached a positive conclusion. *“The Auditor General certified that the Council had met its remaining Local Government (Wales) Measure 2009 duties for the financial year 2021-22, as saved by an order made under the Local Government and Elections (Wales) Act 2021”*. No formal recommendations have been made during the year.

Other Audit / Regulatory Activity

The Council prepares an annual summary of all external audit and regulatory activity. The last one was produced in March 2023 and was considered by the Council’s Governance and Audit Committee. This report provided an overview of all local and national studies along with the Council’s response.

How Consultation Informs our Plan

There has been no single intensive consultation exercise undertaken on the Plan itself however, elected members, on behalf of the communities they represent, have contributed to setting the priorities of the Council and draw on their representative role to test the relevance of the Plan against local public opinion. This has been facilitated through the sharing of the draft Plan with all elected members and through its presentation at Overview and Scrutiny Committees. In addition, elected members have been consulted on the targets and milestones to be used to measure achievement of the Plan, ensuring that there is sufficient pace and ambition.

The Council remains open to feedback on the plan, and to amending it at any time.

How we Measure Achievement

The Council Plan Part 2 document is a supporting document to the Council Plan and provides greater detail around the measures and targets that we have set ourselves to achieve the actions set out in the Council Plan.





